F 84/2

Building on the...

Framework for Change

Work Force Diversity and Delivery of Programs

United States
Department of
Agriculture

A1.2:

Secretary Yeutter announces *Framework for Change.*

Dear Colleagues:

On May 24, 1990, I announced a comprehensive plan, *Framework for Change: Work Force Diversity and Delivery of Programs*, for building a culturally diverse work force at the U.S. Department of Agriculture and ensuring fairness in the delivery of USDA programs. In *Building on the Framework for Change*, you will read how USDA, its many agencies and your co-workers are reaching these goals. Each of you can serve as an architect of the new structure we are building here at USDA—a house built upon the rock of equal opportunity.

I encourage each of you to pursue innovative approaches and share your ideas with other USDA employees. Sharing our accomplishments with each other will stimulate still more creativity. Together we will build a culturally diverse work force within this great Department.

Clayton Yeutter
Secretary of Agriculture

Highlights of the Framework for Change

The goals of the *Framework for Change: Work Force Diversity and Delivery of Programs (Framework)* have been stated clearly: to build a diverse work force approximating the Nation's labor force at entry, mid, senior and executive levels, and to ensure that this work force delivers programs in an efficient, effective and fair manner by the year 2000.

The *Framework for Change* established the following objectives:

- **Achieving work force diversity wherever underrepresentation exists through year-by-year increases in the number of members of minority groups, women and persons with disabilities.**
- **Fostering an environment in which cultural diversity is understood and valued.**
- **Ensuring discrimination-free program delivery and easy access for all clients.**
- **Improving accessibility for persons with disabilities.**
- **Strengthening commitment by clarifying responsibilities and holding all employees accountable through performance evaluations.**
- **Promoting accomplishments by tracking successes.**

USDA is an equal opportunity employer.

December 1990

Achieving Our Goal

We have completed several phases of the *Framework's* objectives. In May 1990 USDA adopted the *Framework* as the basis of our work force diversity plan. Subsequently, the Secretary issued the Department's Equal Opportunity and Civil Rights Policy Statement. All employees' performance plans must include a critical element on Equal Opportunity and Civil Rights, and fully successful performance is a requirement for bonuses, and rank or cash awards. In addition, a mechanized departmentwide system for tracking work force statistics is in place.

It takes more than Departmental actions to build our new structure. USDA agencies and employees are responding to the Department's lead. It is the commitment, initiative and action of individuals that make the *Framework* a reality.

Building on the Framework illustrates how USDA employees across the country are making a difference. We have included the phone numbers of people who can share with you the specifics of projects or ideas you may wish to implement. Remember, you are the *Framework*!

Beginning To Achieve Our Goal

The Secretary appointed members to the Citizens' Advisory Committee to assist him on matters concerning Equal Opportunity and Civil Rights. (Contact Steven Chang, FTS 447-7381 or Commercial (202) 447-7381.)

An Advisory Committee for Employees with Disabilities was established to aid in the areas of recruitment, retention, reasonable accommodation and accessibility for individuals with disabilities. The Disabled Veterans Affirmative Action Program was formed to increase employment opportunities for disabled veterans. (Contact Terry Thir, FTS 447-6905 or Commercial (202) 447-6905.)

The Secretaries of Agriculture and Interior signed a Memorandum of Understanding with the Hispanic Association of Colleges and Universities to foster program outreach and recruitment of Hispanics. (Contact Fred Cooper, FTS 447-6905 or Commercial (202) 447-6905.)

Ground-breaking of the child development center at the Office of Finance and Management's National Finance Center in New Orleans, Louisiana.

On-site child development facilities for the children of employees in Washington, D.C., and New Orleans, Louisiana, are being constructed. (Contact Edwardene Pitcock for Washington D.C., FTS 447-8080 or Commercial (202) 447-8080, or Pat Carreca for New Orleans, FTS 680-5480 or Commercial (504) 255-5480.)

Secretary Yeutter and the Citizens' Advisory Committee on Equal Opportunity. Pictured (first row from left to right): Salvador Bonilla-Mathe, FL; Elsie Goodwyn Holland, VA; Leroy Tombs, KS; Secretary Yeutter; Nguyen Van Hanh, CA; Julie Heard, KY; (second row from left to right) Dorothy Burns Conteh, GA; Mae Takahashi, CA; Ruby Weems-Abebe, IA; Carolyn D. Meadows, GA; Shirley M. Dennis, PA; James H. Buford, MO. Not pictured: Ralph R. Brown, IA; Elba Garcia-Burke, NM; Cherry T. Kinoshita, WA; John McCarthy, CA; Jesus Armando Rodriguez, NJ; Cheryl Sensenbrenner, VA; Jay O. Stovall MT; Thomas S. Watson, Jr., DC.

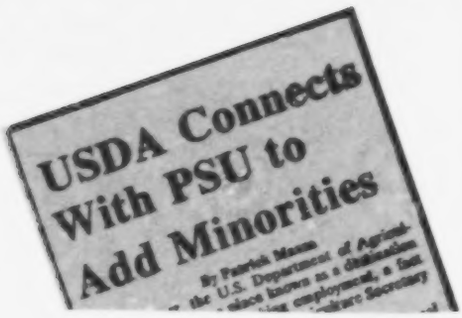
Farm Agency's Goal: Workplace Diversity

By Jerri Stroud
Of the Post-Dispatch Staff

Adia Maria Vila is a woman with a mission.

Vila, the U.S. Agriculture Department's assistant secretary for administration, wants to make her agency a model of workplace diversity — portunities for women the disabled.

Achieving Our Goal


USDA Connects With PSU to Add Minorities

By Patrick Mann

the U.S. Department of Agricul-
place known as a distinguished
employment, a fact
Secretary

Agency vows hiring diversity

More USDA agencies are placing professional EEO counselors full-time on their staffs in Washington and field locations. During 1990 counselors were able to resolve 1,028 cases informally so that only 209 formal complaints were filed. This is the lowest number of complaints in 8 years. (Contact Donald Amen, FTS 447-3931 or Commercial (202) 447-3931.)

We are engineering other important elements of the *Framework*, including:

- A comprehensive work force planning process. (Contact John Robertson, FTS 447-8417 or Commercial (202) 447-8417.)
- A multi-agency task force to evaluate the effectiveness of current compliance reviews of program delivery and develop recommendations for their improvement. (Contact Adelino Sanchez, FTS 447-3901 or Commercial (202) 447-3901.)
- A task force to develop criteria for a Secretary's award to recognize agencies and individuals who contribute to work force diversity and fair program delivery. (Contact Sandra Anglade, FTS 447-3083 or Commercial (202) 447-3083.)

Rep. E (Kika) de la Garza (D. TX.), Chairman, Committee on Agriculture, speaking at USDA Hispanic Heritage Month Opening Ceremony.

Attending To All Clients' Needs

Doing business with the *Soil Conservation Service* is now easier for Blackfeet Indians in Montana. The recently opened office in the tribal center in Browning is staffed by tribal member Jerry Lunak. Blackfeet participation in USDA programs has increased as a result of his ability and knowledge of clients' needs. Negotiations are under way with the Salish and Kootenai Tribes to establish a similar office on the Flathead Reservation. (Contact Richard Gooby, FTS 585-4813 or Commercial (406) 587-6813.)

To meet the needs of diverse audiences, the *Extension Service*, the federal partner in the Cooperative Extension System, works with the 74 land-grant colleges and universities and with 3,150 county offices nationwide. One CES initiative is the Youth at Risk program which focuses on reading, technological literacy and after-school daycare for latch-key children. (Contact Jon Irby, FTS 447-3891 or Commercial (202) 447-3891.)

The *Farmers Home Administration* recently doubled its funding for training and technical assistance for socially disadvantaged farmers. Historically Black Colleges and Universities use the increased funds to hire more farm management assistants. These assistants provide training on operating a profitable farming enterprise, crop diversity and rotation, financial recordkeeping, planning and marketing. (Contact John Just-Buddy, FTS 475-4739 or Commercial (202) 475-4739.)

Farm management assistant providing grassroots technical assistance.

Extension agent in Micronesia teaching nutrition and dietary principles to families under the Expanded Food and Nutrition Education Program.

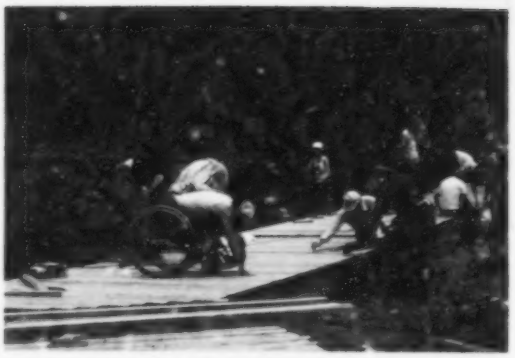
Attending To All Clients' Needs

The *Agricultural Cooperative Service* works with cooperatives throughout the Nation. A number of these involve women and minorities. ACS helped during the development of the Watermark Association of Artisans, a craft cooperative marketing the creations of 450 member-owners in Camden, North Carolina. Many members were referred to the cooperative by a local program for battered women. Since 1978 the cooperative's annual receipts have grown from $20,000 to $500,000. (Contact Ann Grandy, FTS 447-6312 or Commercial (202) 447-6312.)

Member of the Watermark Association of Artisans, a craft cooperative supported by the Agricultural Cooperative Service.

Construction of a 1,650-foot-long boardwalk on the Williams Fork River makes the Arapaho National Forest more accessible to individuals with disabilities. The idea to build a walkway came from *Forest Service* employees Paul Momper and Jerry Schmidt. Two hundred volunteers constructed the boardwalk in 2 days and saved $50,000 of the cost of contracting the project. (Contact Jerry Schmidt, FTS 564-7917 or Commercial (303) 879-1722, or Paul Momper, Commercial (303) 724-9004.)

Forest Service employees participated in a multi-agency pilot trip to encourage wilderness and backcountry use by individuals with disabilities. A video documents the expedition and demonstrates



Constructing a boardwalk on the Williams Fork River in the Arapaho National Forest.

USDA's commitment to providing service for individuals with disabilities. (Contact Bob Casey, Commercial (406) 791-7700.)

Discussion during the August 1990 multi-agency pilot trip to encourage backcountry access for persons with disabilities.

Directora Asistente de Administración Vila
Desarrolla Estrategia

Expanding Innovative Recruitment

The *Food Safety and Inspection Service* uses a new procedure that gives part-time food inspectors credit for intermittent work experience so they can qualify for permanent full-time positions as GS-7's. This has resulted in the hiring of 337 employees, including 52 percent women and 16 percent minorities. (Contact Cynthia Mercado, FTS 447-2743 or Commercial (202) 447-2743.)

The *Soil Conservation Service* in New Mexico initiated a pilot Cooperative Education Program to recruit women and minorities for careers in the SCS. Students majoring in engineering or natural resources fields receive career counseling and on-the-job training. Upon graduation, the co-op students will be placed in professional career positions throughout the United States. (Contact John Montoya, FTS 474-3277 or Commercial (505) 766-3277.)

The Pacific Southwest Region of the *Forest Service* is working in partnership with the National Fire Fighter Joint Apprenticeship and Training Committee (JATC) to recruit and train firefighting personnel from underrepresented groups. After an 18-month training period, each apprentice is eligible for a non-competitive appointment. JATC will become a primary means of entry into the *Forest Service* as a firefighter. (Contact Bill Swanson, FTS 450-5232 or Commercial (916) 246-5232.)

Senior Special Agent Edith M. Elzey reloads service weapon after qualifying at the Office of Inspector General's pistol range.

The *Office of Inspector General* increased recruitment efforts at colleges and universities with significant minority enrollments and is using special employment programs, such as the Cooperative Education Program and the Outstanding Scholar Program, to improve the diversity of its work force. During fiscal year 1990 nearly one-half of its 66 newly hired criminal investigators and auditors were women and almost one-third of the total were minorities. (Contact Sharon Solomon, FTS 447-6001 or Commercial (202) 447-6001.)

Firefighters in training as part of the Forest Service-National Fire Fighter Joint Apprenticeship and Training Committee partnership program.

The Mail and Reproduction Management Division of the *Office of Operations* reduced employee turnover in the USDA Mail Services Unit by hiring 21 individuals with disabilities from a sheltered workshop. To help these employees adapt to their new work assignments, "coaches" provided on-site guidance and supervision. (Contact Bob Gilliland, FTS 447-8393 or Commercial (202) 447-8393.)

Phillip Sirken busy at work in the Office of Operations Mail Services Unit.

The *Agricultural Research Service* and the *Forest Service* are participating in the 5-year USDA Demonstration Project managed by the *Office of Personnel* to simplify methods of hiring. In the first six months, agency units participating in the project achieved an increase in the numbers of minorities, women and veterans in their work force. (Contact Mary Ann Jenkins, FTS 447-6905 or Commercial (202) 447-6905.)

Valuing Diversity

The *Soil Conservation Service* and the *Forest Service* have sponsored major conferences on work force diversity. Attendees represented a cross-section of employees from diverse ethnic, cultural and occupational backgrounds, and all levels of the organizations. Using the *Framework* as the guide, conference participants developed short- and long-term goals and strategies for achieving *Framework* objectives within the next 10 years. (SCS Contacts Lawrence Clark, FTS 335-3200 or Commercial (317) 290-3200 and Humberto Hernandez, FTS 498-5206 or Commercial (809) 766-5206. FS Contact Winn Green, FTS 475-5065 or Commercial (202) 475-5065.)

The *Food and Nutrition Service* convened a 14-member task team that developed an Agency action plan to achieve work force diversity goals and objectives. (Contact Larry Brantley, FTS 756-3195 or Commercial (703) 756-3195.)

The *Extension Service*, the *Farmers Home Administration*, the *Federal Grain Inspection Service*, the *Food Safety and Inspection Service* and the *Office of Inspector General* are offering training in managing diversity and understanding cultural diversity. (Contact the Agency's training officer.)

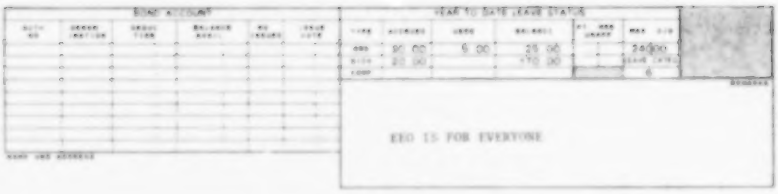
USDA Hispanic Employment Conference on Southwestern College Campus

SCS employees at work force diversity conference in Sparks, Nevada (below); participants at FS conference in Atlanta, Georgia (right).

Members of FNS task team discuss work force diversity plan of action (above).

Valuing Diversity

Dr. Harry Beauman from the *Food Safety and Inspection Service* in Billings, Montana, made the suggestion to print EEO statements on Government calendars. The General Services Administration will be printing Dr. Beauman's statements, such as "EEO is for everyone," "Resolve complaints quickly" and "Know your rights" on 1992 calendars, blotters and activity schedules.



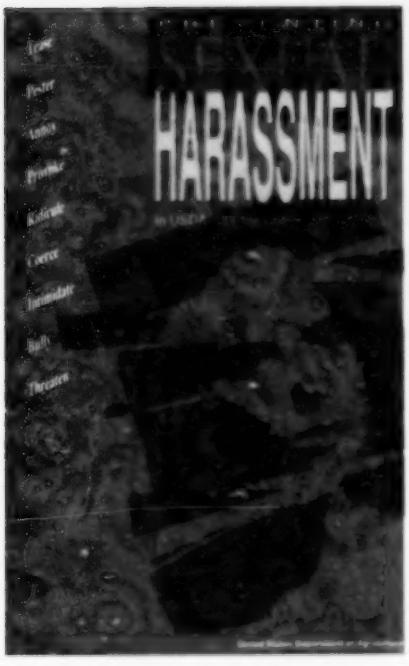
Look for EEO messages on your 1991 pay stubs.

The *Office of Advocacy and Enterprise* developed the pamphlet "Preventing Sexual Harassment," which was praised by the Equal Employment Opportunity Commission. Agencies are using the brochure in their efforts to eliminate sexual harassment. Brochures are available from the USDA Consolidated Forms and Publications Distribution Center (form AD-14; request number AD-1056). "Preventing Sexual Harassment" posters are also available (form AD-14; request number AD-1056a). (Contact Barbara Gary, FTS 382-0353 or Commercial (202) 382-0353.)

The *Economic Research Service* sponsored a special 1-day workshop to educate managers about sexual harassment. Over 60 managers attended. (Contact Jean Redmond, FTS 447-8257 or Commercial (202) 447-8257.)

Lee Puricelli from the *Food Safety and Inspection Service* is making a personal contribution to promoting cultural diversity in the workplace. He gives informal seminars on the history of jazz and Hispanic music, and is working on a presentation about women in music. (Contact Lee Puricelli, FTS 447-7163 or Commercial (202) 447-7163.)

The *Farmers Home Administration's* Development Program for Women is designed to enhance the participants' professional growth and productivity by teaching them to use their talents and skills more effectively. Topics include career development, managerial skills and team development. Approximately 150 women in the national office and 550 in the field have graduated from the program. (Contact Lois Bennou, FTS 245-5507 or Commercial (202) 245-5507.)



Lee Puricelli leading an informal seminar on the history of Hispanic music.

Valuing Diversity

The *Office of Advocacy and Enterprise* sponsored regional training conferences in New Orleans, Denver and Kansas City. Assistant Secretary Jo Ann R. Smith, Assistant Secretary Catherine A. Bertini and then Acting Director of OAE Evelyn M. White inspired audiences by sharing their career success stories. More than 600 women have attended the conferences on career development strategies and job skills. (Contact Barbara Gary, FTS 382-0353 or Commercial (202) 382-0353.)

Leadership 2000 is sponsored by the National Association of Negro Business and Professional Women's Clubs. Cheryl Prejean-Greaux from the *Office of Personnel* is on loan as its national program director under the Inter-Governmental Personnel Act (IPA). The IPA allows for exchanges between Federal agencies and non-profit organizations. (Contact Cheryl Prejean-Greaux, Commercial (202) 483-1788. IPA contact is Fred Cooper, FTS 447-6905 or Commercial (202) 447-6905.)

The *Soil Conservation Service's* Saundra King transformed her inspiration for a new employee association into reality with the formation of the *Association for Persons with Disabilities in Agriculture* (APDA). APDA's objectives include promoting awareness about the needs and concerns of employees with disabilities. (Contact Saundra King, FTS 447-8388 or Commercial (202) 447-8388.)

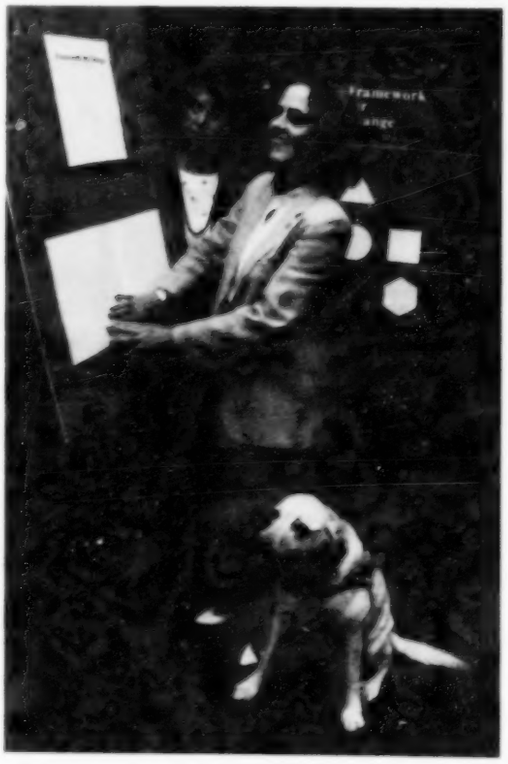
APDA joins other USDA employee organizations: the *Asian Pacific American Network in Agriculture* (APANA), Jinhee Kim Wilde, President, FTS 447-8045 or Commercial (202) 447-8045; the *Forum on Blacks in Agriculture*, Obie Patterson, President, FTS 475-3836 or Commercial (202) 475-3836; *Women's Action Task Force* (WAT), Shirley Warring, President, FTS 447-5626 or Commercial (202) 447-5626; and the *Hispanic-American Cultural Effort* (HACE), Phil Villa-Lobos, President, FTS 447-4026 or Commercial (202) 447-4026.

The *Framework for Change* and the *Directory of Career Opportunities in USDA* are available in Braille. (Contact your Agency's Selective Placement Coordinator.)

The *Food and Nutrition Service* and the *Agricultural Research Service* are offering training in American Sign Language. Departmental Administration and the *Food and Nutrition Service* have a sign language interpreter at all employee meetings. (Contact your Agency's Selective Placement Coordinator.)

FNS employees practice signing skills with their instructor.

Newly elected officers of Asian Pacific American Network in Agriculture (APANA) planning their first meeting.



Denise Decker of the Soil Conservation Service reading *Framework for Change* in Braille while Terry Thir, USDA Selective Placement Program Manager, and Autumn observe.

Tom Willis, Extension Service Public Affairs Specialist, developing instructional programs for use by the Cooperative Extension System.

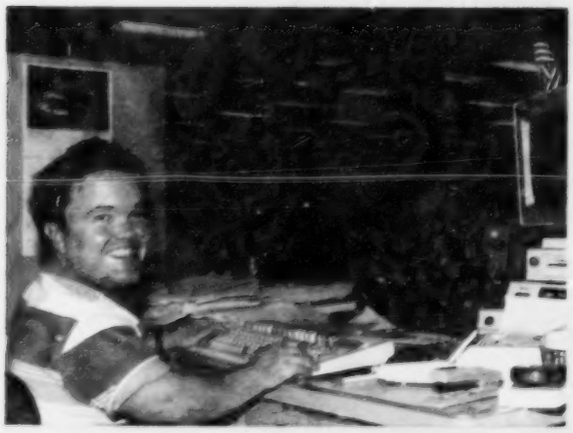
Valuing Diversity

The *Office of Finance and Management's* National Finance Center in New Orleans employs individuals with disabilities in a wide spectrum of grade levels. The Center employs a full-time American Sign Language interpreter. All offices employing the hearing impaired and the EEO office have a TDD (Telecommunications Device for the Deaf) telephone. (Contact Pat Carreca, FTS 680-5480 or Commercial (504) 255-5480.)

The *Forest Service* established developmental positions to bring more employees with disabilities into managerial positions. Genie Ott is the regional accessibility coordinator responsible for evaluating the accessibility of facilities in the 13 national forests of the Southern Region. (Contact Bud Braddock, FTS 257-4278 or Commercial (404) 347-4278.)

The *Office of Information Resources Management* and the USDA Advisory Committee for Employees with Disabilities sponsored an exposition of computer hardware and software accommodations for persons with sight, hearing and motor disabilities. More than 40 vendors demonstrated equipment, attracting over 700 attendees from USDA and other Federal agencies. (Contact Ophelia Falls, FTS 447-7443 or Commercial (202) 447-7443.)

Office of Finance and Management's National Finance Center employees: Joseph Henley, Jr., Diann C. Locicero, William T. Freeland III and James E. Smith (clockwise from left).



Involving Youth in Agriculture

The *Agricultural Research Service* sponsors a summer apprenticeship program which allows high school students to gain firsthand experience in research and learn about related career opportunities in USDA. (Contact Korona Prince, FTS 447-6161 or Commercial (202) 447-6161.)

The *Agricultural Research Service* Eastern Regional Research Center adopted two schools in Philadelphia's inner-city. Researchers teach classes demonstrating how science influences students' lives. (Contact Dr. John Cherry, FTS 489-6595 or Commercial (215) 233-6595.)

The *Extension Service's* educational programs focus on science, technology and environmental education for young people through schools, camps, day care centers and 4-H programs. (Contact Greg Crosby, FTS 447-5516 or Commercial (202) 447-5516, or Steve Mullen, FTS 447-5332 or Commercial (202) 447-5332.)

Agricultural Research Service volunteer Michael Kozemple tells students from the Jones and Stetson Alternative Schools about processing farm commodities into food.

Agricultural Research Service Stay-in-School student Nikola Lockett measures the growth of cotton plants.

The *Animal and Plant Health Inspection Service* provided economical housing and transportation for its summer interns from 1890 Institutions by using dorms at the University of Maryland and providing transportation to and from work. This initiative tripled the number of students participating in the program. (Contact Marjorie Bolden, FTS 436-8863 or Commercial (301) 436-8863.)

Students of the Acoma-Laguna Pueblo School in Laguna, New Mexico listen intently to information on careers at USDA.

Animal and Plant Health Inspection Service summer interns from 1890 Institutions en route from University of Maryland housing to job sites.

Involving Youth in Agriculture

Natural resources camps run by the *Forest Service* in the Southern Region give minority students a unique 2-week, hands-on experience in natural resources management. The camps are located in Florida, Texas, Virginia, Arkansas and Kentucky and acquaint youth with careers in the field of natural resources. A centralized tracking system makes it easier to maintain contact with those students interested in environmental careers. (Contact Jim Everage, FTS 257-2915 or Commercial (404) 347-2915.)

Participants at a natural resources camp in the George Washington National Forest in Virginia.

The *Forest Service*, the *Soil Conservation Service*, the *Office of Information Resources Management*, the *Office of Advocacy and Enterprise* and the *National Agricultural Statistics Service* are participating in Project MORE, Minority Outreach, Recruitment, Education, and Employment. MORE is a cooperative project of the Departments of Agriculture and the Interior, 10 institutions of higher education, including Southwestern Indian Polytechnic Institute (SIPI), and 7 cooperating agencies in New Mexico, Arizona and Colorado. The goals of the project are to increase college enrollment of Hispanics, Native Americans and other underrepresented groups in natural resources and related fields. The schools are responsible for actively recruiting minority students and for curriculum development while the agencies provide job experience, mentoring and staff support. (Contact Joyce Quintana, FTS 476-3386 or Commercial (505) 842-3386.)

The *Soil Conservation Service* in Montana expanded its Cooperative Education Program to include high school students. State Conservationist Richard Gooby initiated the program when recruiters discovered that many high school vocational-agricultural counselors routinely discourage female students from pursuing agricultural careers. A major advantage of recruiting at the high school level is that the students spread the word about opportunities in SCS to their peers, expanding the recruiting pool for women and minorities. Sixteen female high school students participated in the 1990 program. (Contact Richard Gooby, FTS 585-4813 or Commercial (406) 587-6813.)

Dr. Carol Green is installed as President of the Southwestern Indian Polytechnic Institute, a participant in project MORE.

4-H leader and members of a cultural arts club on the Warm Springs Indian Reservation in Oregon.

Involving Youth in Agriculture

The USDA/1890 Task Force, working through the *Office of Operations*, has developed an excess personal property program for the 1890 land-grant institutions and Tuskegee University. During fiscal year 1990 more than $5 million worth of furniture, laboratory and other equipment was made available to these institutions. (Contact Linda W. Oliphant, FTS 475-4662 or Commercial (202) 475-4662.)

In celebration of World Food Week, USDA's senior officials taught classes about agriculture to students at Van Ness Elementary School in Washington, D.C. USDA's relationship to Van Ness goes back to 1983 when President Reagan initiated the Partnerships in Education effort. He urged all Federal agencies to identify a school and establish a partnership.

Under the leadership of the *Office of Public Affairs*, USDA and Van Ness have enjoyed many successful programs together. USDA employees have participated in the volunteer tutor program, a special field trip with Mrs. Yeutter to a Maryland farm, career shadowing day and a children's summer camp.

Photos clockwise from top left:

Secretary Clayton Yeutter, Assistant Secretary for Marketing and Inspection Services Jo Ann R. Smith, Assistant Secretary for Science and Education Charles E. Hess, Inspector General Leon Snead, Deputy Secretary Jack C. Parnell, Assistant Secretary for Food and Consumer Services Catherine A. Bertini, and Food and Nutrition Service Administrator Betty Jo Nelsen serve lunch to Van Ness students.

Assistant Secretary Charles E. Hess (left) and Inspector General Leon Snead (right) demonstrate to students the life cycle of a potato.

Deputy Secretary Jack C. Parnell eats lunch with Ronnie Melson, a fourth-grade student.

Under Secretary for International Affairs and Commodity Programs Richard T. Crowder talks with fourth-grade students.

Assistant Secretary Jo Ann R. Smith leads a class discussion.

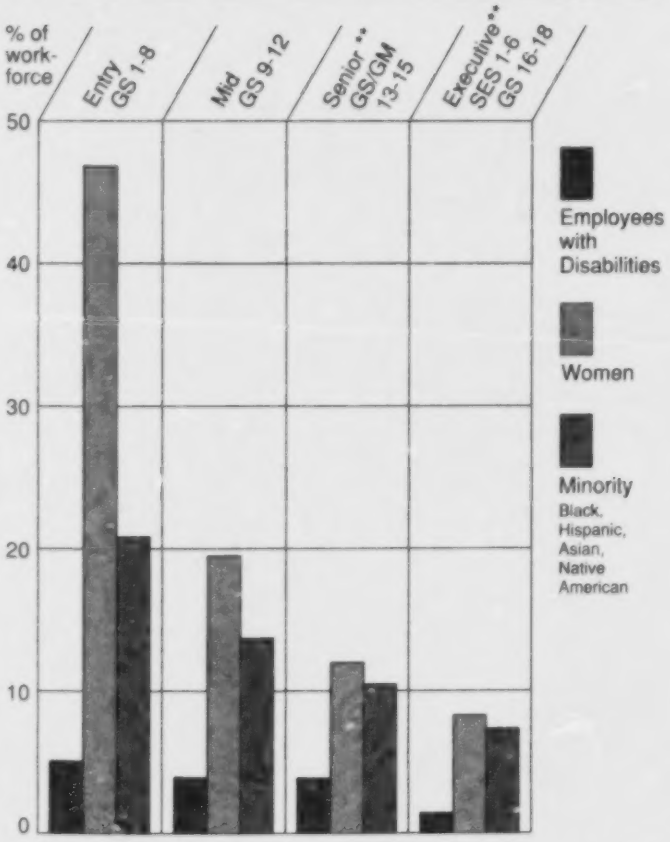
Assistant Secretary for Administration Adis M. Vila speaks to third-graders about the importance of potatoes in our diets.

Building On Our Foundation

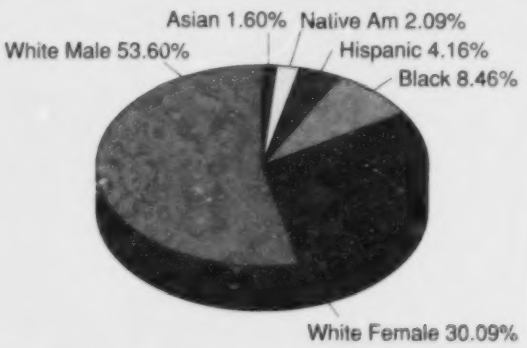
Building on Our Foundation

The demographics of the USDA work force have begun to change. Recent statistics show that the number of disabled, women and minority employees is increasing, but that these groups remain underrepresented in higher level positions.

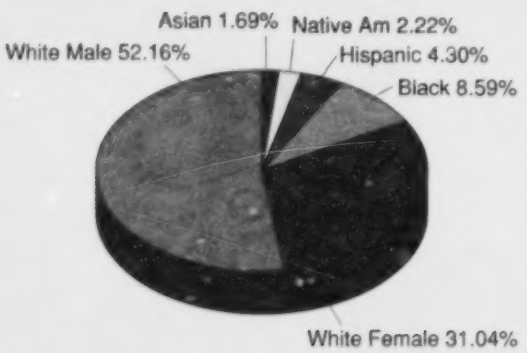
1990 USDA Work Force by Grade Groups for Women, Minorities, and Employees with Disabilities.*



USDA Work Force 1989*



USDA Work Force 1990*



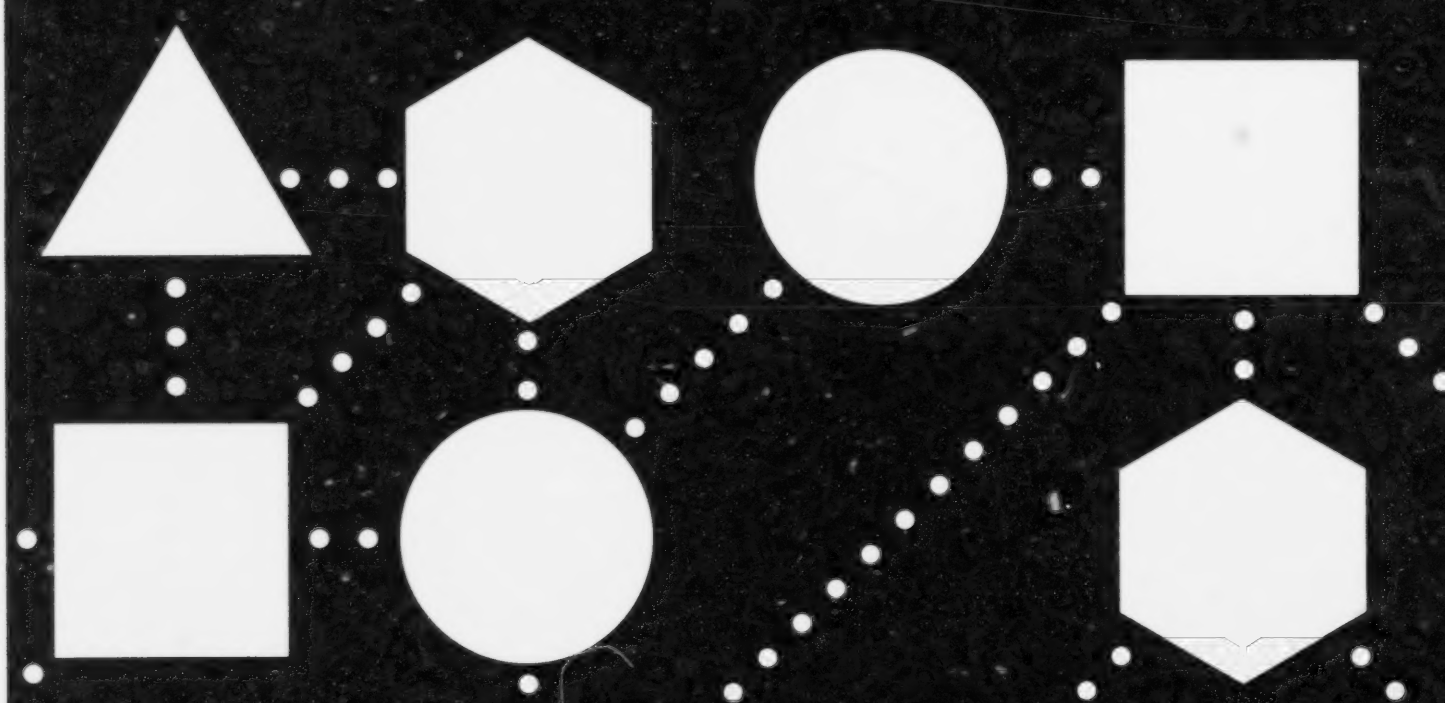
Source: *USDA Work Force Diversity Tracking Reports as of 9/22/90 **Includes salary equivalents

In accordance with law, no person shall, on the grounds of race, color, national origin, sex, religion, age, disability, marital status or political affiliation, be excluded from participation in, be denied the benefit of, or be subjected to discrimination under any program or activity receiving Federal financial assistance.

Thanks to you, USDA is making progress!
You have been busy! Good programs are under way. You are thinking creatively and using new approaches while building on the Framework. *We urge you to call the contacts provided to find out how you and your agency can implement similar programs.*

We want to know what you and your agency are doing to build on the Framework. *Send your contributions, ideas, and photos to the Office of Personnel,* Building on the Framework, *Room 316-W Administration Building, 14th and Independence Avenue SW, Washington, DC, 20250-9600, Tel. FTS 447-3585 or Commercial (202) 447-3585 or FAX (202) 447-8659.*

It takes thoughtfulness. It takes action. You can make the difference!



For additional copies of Building on the Framework for Change, order AD-1061 from the USDA Consolidated Forms and Publications Distribution Center, 3222 Hubbard Rd., Landover, Md., 20785